



FACULTY OF HUMANITIES AND SOCIAL SCIENCES

STRATEGIC PLAN

2010-15

Introduction

Vice-Principal and Executive Dean, Professor Morag Shiach

The values and purposes of the humanities and social sciences are currently being more vigorously debated than they have been for many years. This Strategic Plan outlines how the Faculty of Humanities and Social Sciences at Queen Mary will ensure the individual, social, and cultural benefits of its work and how it will enable research and teaching in these fields to continue to thrive.



The Faculty of Humanities and Social Sciences was created in September 2010 to support and enhance the work of its constituent Schools, ensuring that they would be able to work effectively together to generate excellent research, teaching and learning across disciplines in the humanities and social sciences.

The Faculty is committed to innovation in both research and teaching. It recognises the value of strategic collaborations and partnerships, and seeks to develop these across Queen Mary, as well as nationally and internationally.

The Schools within the Faculty are:

- Business and Management
- Economics and Finance
- English and Drama
- Geography
- History
- Languages, Linguistics and Film
- Law
- Politics and International Relations

The Faculty of Humanities and Social Sciences has inherited an excellent track record in research, in learning and teaching, and in public engagement, and will continue to develop and promote its international reputation for these activities.

The Faculty will also continue to work in collaboration with a range of external partners to maximise the impact of its work. The Faculty can be confident in its past achievements and in its future potential for success because:

- In the Research Assessment Exercise 2008, nine Faculty research areas (out of thirteen) were judged to be in the top 10 nationally on the basis of the percentage of 4* and 3* grades, with three coming top in their discipline.
- In the 2010 National Student Survey, more than 50% of Schools had ratings over 90% for overall student satisfaction.
- In national university guides for 2011, seven disciplines in the Faculty are judged to be in the top ten nationally.
- Applications to programmes across the Faculty have grown consistently and significantly over the past five years.



Dr Simon Booy (Executive Officer), Professor Virginia Davis (Dean for Research), Professor Morag Shiach (Vice-Principal and Executive Dean), Dr Warren Boutcher (Dean for Taught Programmes), Stephanie Gardner (PA to the Vice-Principal), Chris Cramer (Faculty Administrative Officer)



Strategic Aim 1

To contribute to the body of human knowledge by performing research that is judged to be uniformly of international quality, including contributions that are internationally leading.

The Faculty will achieve this aim by:

- Maintaining a strong commitment to research across a broad intellectual spectrum.
- Investing in areas of research strength to enhance overall research power.
- Encouraging and facilitating collaborative research including the development of networks of international collaborations where appropriate.
- Recruiting and retaining academic staff with an exemplary research track record or with clear potential for research excellence.
- Providing effective personal and career development, ensuring appropriate reward for staff contributions.
- Supporting researchers in defining and measuring the public benefit of their research.
- Developing a diverse portfolio of research funding across the full range of potential funders.
- Ensuring the development of a high-quality environment for doctoral students and supporting them in successful and timely completion of their theses.
- Increasing the numbers of postdoctoral researchers and supporting their career development.
- Developing and nurturing key strategic partnerships.
- Supporting staff in developing contributions to public engagement with research.
- Encouraging researchers to interact with organisations associated with research, funding, policy and strategy.

Evidence of Success

1. Ranking – by REF 2014 – within the top 10 broadly based UK universities, according to research quality and ranking within the top 20 according to research power.
2. Improved position in appropriate Arts and Humanities and Social Sciences league tables.
3. Research income increased by 50% by 2015, and drawn from greater diversity of funders.
4. Recruitment of high-quality doctoral students, resulting in a doubling of the faculty cohort by 2015, with a four-year submission rate of 85%.
5. Increase in the number of postdoctoral research assistants and research fellows, up by 50% by 2015.
6. Year-on-year increase in the number of research projects which have clear evidence of the public benefit of the research.





Strategic Aim 2

To disseminate knowledge through the presentation of inspirational and authoritative teaching programmes to a diverse constituency of talented undergraduate and postgraduate students, and through other courses and initiatives aimed at wider audiences.

The Faculty will achieve this aim by:

- Embedding the Queen Mary Learning, Teaching and Assessment Strategy, 2010-15 and Statement of Graduate Attributes, 2010 in the delivery of all taught programmes at School level.
- Focusing our programmes in areas of research strength.
- Working with Heads of School, School Administrators and Directors of Taught Programmes to streamline course management administration in ways that allow teaching staff to focus on teaching delivery.
- Ensuring, in conjunction with The Learning Institute, that there are effective mechanisms for appropriately training all staff involved in teaching and for disseminating good teaching practice.
- Working with the E-Learning Unit to achieve a consistent, base level of use of learning technologies, including the college's Virtual Learning Environment (VLE), across all HSS modules, and to engage with opportunities for advanced pedagogical applications of learning technologies across all programmes.
- Working with Library Services to make our provision and student use of learning resources more effective.
- Working with the Academic Registry and Council Secretariat and the Vice-Principal for Teaching and Learning to embed an effective annual programme review that is responsive to current issues, asks the right questions and enables Schools to develop and implement action plans.
- Ensuring that programme review and development, in conjunction with the admissions process, lead to quality enhancement, internationalisation, and successful recruitment.
- Seeking further opportunities for collaborative provision of taught programmes, both within Queen Mary, and in partnership with other institutions.
- Increasing the number and proportion of students on postgraduate taught programmes, especially premium fee programmes, and on bespoke professional courses.
- Working with the International Office to expand our recruitment of non-UK students to postgraduate taught programmes.
- Working, in conjunction with the Education Liaison and Access Office, to achieve better coordinated and more effective outreach activity.
- Ensuring that knowledge dissemination activities, centrally including teaching, are given due weight in recruitment, probation and promotion processes (with reference to the Queen Mary 'Indicators of Teaching Performance').
- Continuing to develop imaginative and effective ways of applying research findings and skills to the social and economic advantage of wider audiences.

Evidence of Success

1. Placement in the UK National Student Survey within the top decile of UK universities, and top among London-based institutions, in the majority of HSS subjects by 2015.
2. Improved position in other appropriate surveys of undergraduate, postgraduate and international student satisfaction.
3. Placement in the top decile of UK universities, by 2015, with respect to entry qualifications of admitted students in the majority of HSS subjects.
4. All undergraduate and postgraduate modules on HSS programmes to include a consistent, base level of provision via the college's VLE by 2015, and all programmes to engage with opportunities for advanced pedagogical applications of learning technologies.
5. Numbers of students undertaking taught postgraduate courses in HSS to have doubled (relative to 2008-9) by 2015.
6. Income from professional education increased by 50% (relative to 2008-9) by 2015.



Fundamental Commitments

The Faculty will create a culture amongst staff and students that is mutually supportive, and be mindful of its obligations both to the local region and to the community of nations.

The Faculty will achieve this aim by:

- Demonstrating a commitment to freedom of expression within the law
- Ensuring fair recruitment of staff and students.
- Establishing close working between the Faculty and the Students' Union and promoting student engagement in all Schools within the Faculty.
- Maintaining the Faculty's role as a leader in the fields of arts and culture.
- Working in partnership with cultural institutions, social enterprises, and key financial and legal institutions to enable research and teaching within the Faculty to have the broadest possible impact.
- Enabling effective partnerships with a range of schools and Colleges, including Drapers' Academy and St Paul's Way Trust School.
- Supporting the achievement of Queen Mary's graduate attributes in all Schools.
- Providing high quality support for all students, recognising the particular needs of international students.
- Developing effective modes of consultation and decision making across the Faculty.
- Promoting personal and career development for all staff, and ensuring appropriate reward for staff contribution.
- Promoting debate on the ethical, social, and cultural impacts of research and teaching within the Faculty.

Evidence of Success

1. All Schools achieving results in top decile in national student surveys.
2. Levels of satisfaction across the Faculty in employee surveys higher than those achieved in similar institutions.
3. 100% completion of PGCAP by eligible probationary academic staff and increasing participation in career and skills development programmes by early career researchers and postgraduate students.
4. Exceeding national benchmarks for widening participation.
5. Three major new cultural collaborations established.





Enabling Success

Through imaginative and evidence-based planning as well as prudent management of its resources and effective fundraising, the Faculty will enable continued investments in academic activities, in the estate and in the infrastructure for research, teaching and learning.

The Faculty will achieve this aim by:

- Ensuring prudent and accountable management of resources across the Faculty.
- Enabling effective and imaginative planning in all Schools through the provision of high-quality financial and management information.
- Prioritising strategic investments that will enable achievement of the Faculty's aims.
- Seeking financial and other support from partner institutions, charities, industry, and alumni to enhance the Faculty's academic activities.
- Reviewing regularly the efficiency and effectiveness of professional support services at Faculty and College levels.

Evidence of Success

1. Annual operating surpluses achieved, to enable investment in new academic initiatives, and to enhance the quality of the estate and infrastructure related to the Faculty, with £3 million per annum cash for investment by 2015.
2. Increase in income from donations in support of the Faculty's aims, with annual total of £1.5 million by 2015.
3. Elimination of duplication of activities between Faculty and central departments in the provision of professional support.
4. Achievement of strategic aims for knowledge creation and knowledge dissemination.

Implementation and Review

Progress towards the achievement of strategic aims will be reviewed regularly at Faculty level, and also as part of the College's annual Planning and Accountability review.

The Faculty Executive will work closely with Schools to support the development of School Strategic Plans that contribute to the achievement of the Faculty's strategic goals.

The Faculty Strategic Plan will be formally reviewed annually in the light of changing external and internal factors.



Queen Mary, University of London
Mile End Road
London
E1 4NS

For further information, please contact
Dr Simon Booy
email: s.d.booy@qmul.ac.uk

www.qmul.ac.uk

Pub7961

The information given in this publication is correct at the time of going to press. The College reserves the right to modify or cancel any statement in it and accepts no responsibility for the consequences of any such changes.

Any section of this publication is available upon request in accessible formats (large print, audio, etc.). For further information and assistance, please contact: Diversity Specialist, hr-equality@qmul.ac.uk, 020 7882 5585